

THE TECHNOLOGY REVIEW

RELATING TO THE MASSACHUSETTS
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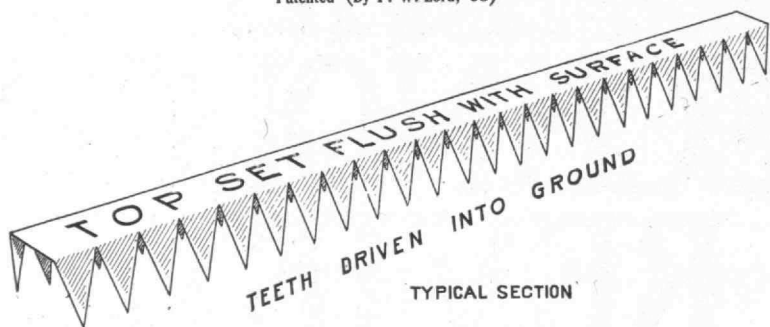
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Reunion Notices

- ¶ **Song Competition**—Time extended to April 15.
- ¶ **Class Stunts**—More than half the classes have registered with Mr. Glidden. Has yours?
- ¶ **Association Mascots**—Every local association should be represented in the parade.
- ¶ **Special Request**—Professor Park's committee is sending out schedule of various events asking you to fill out and return the enclosed postal card. The committee is helpless without the information asked for. Please return promptly whether you are coming or not.

The Technology Review

VOL. XVIII

MARCH, 1916

No. 3

ALUMNI FUND COMMITTEE TO TERMINATE WORK

About half the money needed has been subscribed—Only three months to get half a million—A plain statement of the case

At the annual alumni dinner held in Boston last January President Maclaurin made the following statement:

When we started out a few years ago our building program included the purchase of a site, the erection of educational buildings and their adequate equipment with machinery and the like, the building of a power house with all its appurtenances, some provision for dormitories, a restaurant, a gymnasium and a social center, the last two having been spoken of for many years as the Walker Memorial. The program was an ambitious one, involving for its successful completion the expenditure of many millions, far more than almost anybody who has not looked into the matter carefully can appreciate. In the last few years we have been extremely fortunate in the financial support that we have obtained, so much so that many of our friends, including many of our alumni, have formed the very erroneous opinion that we don't need any more help. Now I want you to clearly understand that this is not true, but that it is true that of the many millions needed to complete the program as outlined we have secured so much that *only half a million is now needed to finish the whole plan.*

This statement is a most remarkable one, indeed, when we remember how hopeless the entire program looked a few years ago when the Alumni Association was discussing the matter of getting subscriptions which we hoped would be the nucleus for a great building fund. Now, although the Alumni Fund reached a creditable figure, it was far below what the Alumni Fund Committee and its representatives all over the country felt could easily be subscribed. The one particular feature that was decidedly

disappointing was the fact that less than one third of the former students made a contribution of any kind. One of our sister institutions recently raised a fund to which, it was stated, 90 per cent. of the alumni contributed, and as a matter of fact the percentage of subscribers to this fund of ours is lower than many similar college alumni subscriptions.

Although the Alumni Fund Committee could not help but recognize these facts, the past two years have been inauspicious for making any attempt to increase the Alumni Fund. For the past two or three months the matter has had very careful consideration by the committee. It was hoped that the other needs of the Institute might be satisfied elsewhere and that we of the alumni might devote our attention solely to the completion of the Walker Memorial. Unfortunately conditions do not favor this. We are face to face with the necessity of completing what we started out to accomplish, and at the last meeting of the Alumni Fund Committee it was decided that we should go frankly to all former students of the Institute, whether they have contributed or not, and place our case before them exactly as it is, believing that a million dollars is not a large sum to ask of Tech men in view of the fact that outside friends have contributed several millions. It was also decided that the needs of the Institute could be placed before its

former students at once, and whatever our friends wished to give could be subscribed now as well as later. Accordingly it is definitely decided to close the Alumni Fund on July 1, 1916.

In order that the case might be plainly put before the alumni the committee has recently sent out a letter of which the following is a copy:

This is the story of the Technology Alumni Fund to date:

Subscriptions have hitherto been based on appeals of a general nature calling for funds to be used for anything connected with the up-building of the New Technology. The amount subscribed has been \$500,000, of which \$385,000 has to date been paid in and appropriated as follows:

Land, specifically donated.....	\$20,000
Educational Equipment.....	275,000
Walker Memorial.....	50,000
Dormitories.....	40,000
Total.....	\$385,000

The work has now progressed so far that the following definite statements can be made:

1. An ideal site of nearly fifty acres has been bought.
2. The main educational buildings have been built.
- *3. The equipment of these buildings has been partially provided for.
4. The ground around the main buildings can be graded and properly drained.
- *5. A dormitory capable of housing two hundred students is in course of erection.
6. A dwelling house for the President is assured, the gift of Mr. Charles A. Stone, '88, and Mr. Edwin S. Webster, '88.
7. An athletic field, considered the most up-to-date in this country, has been built on the site.
- *8. Plans for the Walker Memorial Building have been approved by the Corporation, the Walker Memorial Committee, and the Alumni Council.

It is a matter of deep congratulation that all the items in the above list have been practically financed except the three which are starred—Equipment, Dormitories, and Walker Memorial.

Educational Equipment. This will cost \$700,000, of which \$275,000 has been obtained and \$425,000 is still to be provided.

Dormitories. A dormitory unit costing \$300,000 has been made possible by special gifts of \$100,000 each from Mr. T. Coleman du Pont, '84, and an anonymous donor, supplemented by an appropriation of \$40,000 from the Alumni Fund, leaving \$60,000 still to be provided.

Walker Memorial. This building, which constitutes a complete social center, including a gymnasium and dining hall, will cost \$400,000 without equipment. For this there is available \$160,000 from the Walker Memorial Fund and \$50,000

appropriated from the Alumni Fund, leaving \$190,000 still to be provided.

The Fund Committee believes in the willingness and the ability of the alumni to do a thorough job, although it involves raising the total fund to a million dollars.

This means:

1. An immediate response from those who have been waiting for definite information before sending in their subscriptions.
2. Increased subscriptions where possible from friends who have contributed, or a continuation of their present subscriptions for a period of three additional years.
3. Small pledges from those who are not able to give a large sum, partly to increase the fund, but particularly to show the spirit of Technology through a large number of contributors.

Anyone who has seen the buildings already erected cannot but be impressed by their grandeur. They constitute a monument in the completion of which we alumni can justly be proud to have had a share. The Corporation has gone forward in this work with the same trust that has brought the Institute from its humble beginning to where it stands today. In evidence of this trust the walls of the dormitories are already rising, and work on the Walker Memorial will be begun during March.

In a few months we shall dedicate our new buildings, and with your aid we can dedicate them free from debt. As others have given many millions, it is not too much for us to bring the total of our fund to a single million. Particularly must we remember that the best argument that President MacLaurin and others can use in securing funds in the great campaign for increased endowment is the support, and especially the unanimous support, of the alumni in building and equipping the New Technology.

We must close our fund on July 1. Technology needs the assurance of your support *now*. What will you do for us?

It is hardly necessary for the REVIEW to add its voice in requesting that the fund be given generous consideration and that it be closed as quickly as possible.

It will probably be some time before another appeal will be made to the alumni for money. As a matter of fact there have been but three appeals for any considerable amount, during the fifty years that the Institute has been in existence. The subscriptions up to the present time will not reach over \$800,000 all told, which is small compared to the gifts made by alumni of many other institutions. This is our opportunity to show to the generous benefactors who have made our recent wonderful development possible that we not only appreciate

what Technology has done for us, but that we also appreciate the spirit of the generous givers, without whose aid we would hardly have been able to build the foundations of the magnificent buildings which we are to dedicate next June.

The Alumni Social Service Bureau

Many of our readers will be interested in the work of the Alumni Social Service Bureau, which is located at 161 Devonshire street, Boston. The mission of the bureau is to interest the alumni of different colleges in the vicinity of Boston, in some line of social service work.

The colleges represented are: Harvard, Dartmouth, Williams, Cornell, Yale, Amherst, Bowdoin, Brown, Boston University, and Technology, which is represented by C. W. Brett, '13, Abington, Mass.

The field of the bureau is very broad, and the demands on it are greater than the supply. They come from the Young Men's Christian Association, settlement houses, boys' clubs, boy scout companies, immigrant work, etc.

The Technology representative of the bureau is anxious to get into touch with our alumni who may be interested in this very helpful service.

The bureau is, in effect, a clearing house in which volunteer social workers will be drafted at a time when such service can be of tremendous help in the social education of a class of people who are asking for it and have a willingness to improve their moral or physical conditions when practical suggestions are made to them.

Sons of Tech Men at Technology

The following is a partial list of the sons of Tech men now attending the Institute:

H. B. Allen, son of C. V. Allen, '93; W. H. Bassett, son of W. H. Bassett, '91; W. I. Bowditch, son of E. W. Bowditch, '69; F. C. Bryant, son of G. H. Bryant, '83; J. J. Cabot, son of G. L. Cabot, '81; I. B. Crosby, son of W. O. Crosby, '76;

F. G. Darlington, Jr., son of F. G. Darlington, '81; P. J. Duff, son of John Duff, '81; F. V. du Pont, son of T. C. du Pont, '84; J. R. Freeman, Jr., and H. T. Freeman, sons of J. R. Freeman, '76; J. S. Guppy, son of B. W. Guppy, '89; W. Harrington, son of F. Harrington, '87; E. H. Hutchinson, son of E. P. Hutchinson, '95; J. W. Homer, son of J. W. Homer, '75; L. C. Hibbard, son of H. D. Hibbard, '77; P. Hatch, son of F. C. Hatch, '95; G. D. Kittredge, son of G. W. Kittredge, '77; R. P. Kennard, son of W. P. Kennard, '84; E. M. Kenison and A. C. Kenison, sons of Professor E. Kenison, '93; C. E. Jones, son of A. E. Jones, '87; R. S. Mulliken, son of S. P. Mulliken, '87; E. A. Mead, son of F. S. Mead, '84; N. MacRae, son of H. MacRae, '85; F. H. Norton and J. T. Norton, sons of Professor C. L. Norton, '93; A. D. Nute, son of J. E. Nute, '85; H. C. Priest, son of M. C. Priest, '96; E. S. Robinson, son of T. W. Robinson, '84; E. W. Rounds, son of G. W. Rounds, '89; W. B. Snow, son of W. G. Snow, '88; J. W. Stafford, son of C. E. Stafford, '73; K. M. Sully, son of J. M. Sully, '88.

Death of Kenneth Weeks

Official news was received last month of the death of Kenneth Weeks, '12, a member of the First Regiment in the Foreign Legion in France, who was killed June 17, of last year. Mr. Weeks had long been missing but his fate was not known until very recently.

After leaving the Institute of Technology he went to Paris intending to study architecture at the École des Beaux Arts. He was soon attracted by literary work, however, and became the author of five volumes of short stories and plays. His work was favorably reviewed by the *London Athenæum*, the *Edinburgh Review* and *La Revue Germanique*.

At the outbreak of the war Mr. Weeks engaged in the Seventh Regiment in the Foreign Legion, and spent the first winter in the trenches. He was chosen as bomb thrower for his squad, a most dangerous position.

RARE DAYS IN JUNE

Pencil sketch of the events of dedication week—Automobile Parade from Buffalo to Boston a new feature

As the time of the great Dedication Reunion slowly approaches and the wonders of the developing program are revealed from time to time, it becomes apparent that the celebration which the alumni of the Institute have undertaken is to be magnificent in proportion and detail. Thus far every element has coöperated to help make this a memorable event. One fortunate circumstance is the fact that Commencement Week comes later in June than usual, giving the advantage of more stable and warmer weather, and presenting Nature in her fairest mood to the returning sons of Technology.

Within a week or two alumni in the antipodes will embark for Boston, and from that time on men in distant countries will leave their homes by train or boat to meet long separated classmates and to join in celebrating fifty years of Technology and the dedication of its new home. With the country at its best and unequaled touring opportunities, a great automobile hegira, streaming from the West, will roll into Boston as a great army.

In New York the clans will gather at the Technology Club where they will be given a royal welcome by its members, and then later they will embark on the Technology ship for Boston at the most delightful time in the year for such an excursion.

Here at the Hub all will be busy anticipation. The two or three hundred men connected with the twenty-five or thirty committees will be putting the last touches on the details of the program, while the committee on hospitality will be welcoming the automobile tourists and the voyagers to the hospitality of the city.

Someone has irreverently referred to the exercises in June as a "three-ring circus," and there will be literally three

foci of interest, these being three days devoted to the celebration, each of which differs in every way from the others.

In the vicinity of headquarters at the Copley Plaza, filling the Union, the Rogers Building and the other educational edifices, thronging the streets and swarming in and through the buildings in Cambridge, will be a gathering of alumni such as few colleges have ever had the opportunity of welcoming to their halls, while from every seat of learning all over the world, delegates will be here to attend the impressive exercises of dedication. The constant background will be the kaleidoscopic gatherings of the alumni. They will group themselves in classes and in courses; they will gather together to say farewell to Rogers in Huntington Hall, at the Golden Jubilee Smoker, and at the final massing about the old buildings where they will sing and cheer on Rogers steps perhaps for the last time.

In lighter vein will they gather at Nantasket to repeat in glorious measure the enjoyments of similar occasions there in the past, and they will experience a new sensation when seated in the great court of the new Institute buildings and gaze on the splendid masque which is being created under the skilful touch of our Professor Cram and his committee.

Here in the same court they will again assemble at the formal dedication, and in Symphony Hall they will crown the fiftieth anniversary of the founding of their Alma Mater with feasting, sentiment, oratory and song.

Upon this variegated groundwork the students will weave continually their parts in an active pattern brimming with life and helpfulness. On Monday they will have ceremonies of their own, but a goodly number will be in attendance at the new buildings. Here the plans are most interesting. A hundred officers or

more, with uniforms and side arms, will be stationed each in his hall with ample guard. These will be the guides to the buildings, and each group will have in mind the layout of the structures. Hundreds of visitors will be inspecting the edifices, and many of them former students with definite desires in mind. He asks of the nearest officer, a guide is detailed to conduct him and presently, in the most efficient way, he will be presented to the officer in charge of the desired department who will see to it that he finds what he wishes.

Of all the varied offerings of the program the "old home afternoon" on Monday will probably show a greater attendance than any other event. The scene is set in the beautiful basin of the Charles and in the Institute buildings and grounds beyond. On the bosom of the river will gather a great flotilla of smaller boats bedecked with color in competition for the cup offered by the committee for the best-dressed ship on that afternoon. Some of the smaller naval vessels, including submarines, will add to the picturesqueness of the flotilla. A number of the fastest boats that have ever been built for war purposes will show their speed. Arrangements are being made for hydroplanes and aeroplanes which will hover over the water as well as on it, while a myriad of smaller boats will take the guests of Technology around the basin and land them on the Institute side.

The throngs in and about the Institute buildings will be more brilliant than in the past because the program will appeal particularly to the women. Here will be interesting revelations of Institute history, music, refreshments and perhaps dancing, the general effect being tremendously heightened by the magnificence of our new educational home and the beauties of its environment.

And then later in the evening the clans of the alumni will gather for an evening of song and entertainment in the great halls of the new City Club. From thence, with bands of music, they will be escorted by the undergraduates to the Rogers Building, while in the meantime the women guests, who have been at-

tending their special banquet at the Copley Plaza with its subsequent entertainment, will meet their escorts and join the throng. Here will be cheering and singing and, for the last time, salutes to the earliest home of the M. I. T.

Tuesday the alumni will transfer their activities to Nantasket. Here will be repeated the triumphs of 1909, still held in pleasant memory, but glorified as the increase in technical skill since then will warrant. There will be an armada of steamboats to convey the throng down the harbor; there will be a procession on the Strand, and then will follow the exhibition of the mascots and the unraveling of the class stunts.

In the evening all the interest will be assembled for the pageant and masque. The grand court of the New Technology will furnish its scenery, a setting that everyone agrees is unique in the country within the limits of a great metropolis. Here ten thousand spectators can view at their ease the marvelous scene. Out through the court will be the placid waters of the Basin, rimmed in the distance with the twinkling lights of the city as night draws on, and on its bosom the brilliant lanterns of hundreds of flitting launches. The buildings themselves will be illuminated with that marvelous delicacy that characterized the lighting of the San Francisco Exposition. The same artist will be in charge, lent to Technology by his Schenectady company.

In the middle of the court will be a great circle. It will be fitted with all the cunning devices of the modern state, spot-lights will illuminate special features, flood lighting will bathe the whole arena with the semblance of daylight and from subterranean caverns vertical rays will give most extraordinary effects.

An arena it will be in truth, for here will be delineated, step by step by the students, man's progress in conquering the forces of nature. The huge circle will be filled with a thousand or two of elements in chaos and confusion, a magnificent spectacle of uncoordinated, crude, jostling forces. It will be a world formless and useless. Primordial man views this world, he seeks to conquer it and

enters the circle, but again and again is flung out by the forces that do not know his bidding. Growing more and more intelligent and calling to his aid great principles with education placed at his command, man subdues chaos, and order and civilization are established. Then for the finale the Old Rogers may in some way send greetings to its successor, some striking way that keeps pace with the forefront of science.

On Wednesday there will be the official ceremonies of the Institute. In the presence of representatives of country, state and municipality, in the midst of a gathering from institutions of learning everywhere, supported by countless alumni and undergraduates, with exercises as simple as the other occasions have been complicated, the few brief addresses will be voiced that will celebrate the semi-centennial of the Institute and will declare the New Technology to be at the service of the world.

Throughout the day there will be meetings of the few or many, visits to the new buildings and to its wonderful museum. This has not before been mentioned, but it is proposed to have here an exhibition of the scientific progress of the past fifty years, which will in itself be a marvel and as such one element in the whole remarkable celebration.

In the evening the alumni will gather in Symphony Hall for the great final banquet, the climax of the occasion, where oratory, feasting, Technology spirit and scientific surprises will be the order of the evening.

In a little more than two months the hosts will gather—shall you be of the number?

Class Publications

The class of 1910 has come straight to the front this month with an extremely bright and interesting class publication called the *Mitten*. It is put forth to boom class attendance at the Reunion in June, and if the attendance of the class of 1910 is in proportion to the merit of the *Mitten* it will certainly get the cup offered by the Reunion Committee.

The *Mitten* is full of bright paragraphs, burlesques, on features of metropolitan journals, poems and amusing advertisements.

The fourth issue of the *Ninety Tea Kettle* has just been received. It is devoted almost entirely to the great Reunion, including the class reunion which will be held June 9, 10 and 11, previous to the Dedication Reunion. This number of the *Tea Kettle* is illustrated with a photograph of the battalion of the corps of cadets of 1886-87, from which can be picked out many of the prominent men of the class.

The class poet, who writes under the pseudonym, "F. M.," contributes three excellent verses, each verse set to a different tune. These are unusually good and we reproduce them herewith.

Air—"Heidelberg"

Cheerless and lone the steps of stone, close barred
the portals wide
Where Rogers taught and Walker wrought, out-
grown and cast aside!
On stronger wings, to greater things, the grand
new Tech shall soar,
But the star of Truth, as in days of youth, shall
guide her evermore!
The star of Truth, as in days of youth, shall guide
her evermore!

Air—"Fair Harvard"

Fair Harvard we clasp your firm welcoming hand,
With a grasp that is friendly and strong;
May we share your traditions, your spirit, your
fame,
As we eagerly seize on your song!
Technology takes her proud place by your side,
With resolute purpose and true,
And culture and science shall march hand in hand,
And the old truths keep step with the new!

Air—"Technology Stein Song"

We are back within the fold, boys, with hearts that
know no fear.
For the old boys are the bold boys, and the day of
days is here!
For it's always fair weather, when good fellows get
together,
With a stein on the table, and a good song ringing
clear;
For it's always fair weather, when good fellows get
together,
With a stein on the table, and the old cheer ringing
clear—

(Shouted)
Technology, Rah! Rah! Rah! Ninety!

NOTE—This is a suggestion, not a finished product.
F. M.

DEDICATION REUNION, JUNE 12, 13, 14, 1916.

June 9, 10, 12, Registration.

June 9, Automobile tour starts from Buffalo.

June 11, 4:00 p.m. Technology Steamboat from New York to Boston.

June 12, 11:00 a.m. Farewell to Rogers.

12:00 m. Fraternity Luncheons.

2:00 p.m. Tour of Basin.

Inspection of New Buildings.

4:00 p.m. Tea in New Buildings.

6:00 p.m. Class Dinners.

6:30 p.m. Banquet and Entertainment for Women, Copley-Plaza.

8:00 p.m. Smoker at City Club.

10:30 p.m. Cheer Rogers.

June 13, 10:00 a.m. To Nantasket.

Luncheon.

Class Stunts.

8:30 p.m. Pageant at New Buildings.

June 14, 11:00 a.m. Technology Clubs Associated.

12:30 p.m. Departmental Luncheons.

1:00 p.m. Buffet Luncheon for Women, at Riverbank Court.

2:30 p.m. Dedication of New Buildings.

7:00 p.m. Banquet.

DEDICATION REUNION COMMITTEE

ADVISORY COMMITTEE

Charles A. Stone, '88, *Chairman*; James W. Rollins, '78; Walter B. Snow, '82; F. H. Fay, '93; M. L. Emerson, '04; I. W. Litchfield, '85, *Secretary*; Walter Humphreys, '97, *Treasurer*.

CHAIRMEN OF COMMITTEES

Headquarters, Registration, Hotels, etc.	Prof. Charles F. Park, '92
Tour of Charles River Basin	Henry A. Morss, '93
Inspection of New Buildings, Reception and Tea	Joseph H. Knight, '96
Technology Clubs Associated	James W. Rollins, '78
Departmental Luncheons	Alexander Macomber, '07
Day of the Classes at Nantasket	Frederic H. Fay, '93
Golden Jubilee Smoker	Merton L. Emerson, '04
Dedication	Dr. Richard C. MacLaurin
Banquet	Charles C. Peirce, '86
Decorations, Banners, Flags, etc.	Prof. H. W. Gardner, '94
Publicity, Souvenir Program, Special Souvenirs, etc.	George C. Wales, '89
Transportation	Henry J. Horn, '88
Songs, Bands and Orchestras	George B. Glidden, '93
Photographs and Moving Pictures	George C. Dempsey, '88
"Fifty Years of Technology"	James P. Munroe, '82
Grand Pageant	Edwin S. Webster, '88, Prof. Ralph Adams Cram
Fraternity Luncheons	Stephen Bowen, '91
Class Dinners	Fred A. Wilson, '91

PLANS FOR A FINE STUDENT SOCIAL CENTER ACCEPTED

Walker Memorial Committee completes its work — Alumni Fund the live issue — Work we started out to do should be creditably completed

The forty-eighth meeting of the Alumni Council was held at the Engineers Club, Boston, February 28, with the new president of the association, Charles A. Stone, '88, in the chair.

Theodore H. Skinner, '92, president of Oneida Community, Ltd., Kenwood, N. Y., representing the M. I. T. Club of Central New York, was the salad orator. He brought greetings from his local alumni association and told of its activities and interest. He also spoke of the military camp at Plattsburg and of the comparatively few Tech men who took advantage of this opportunity last year. He believed that Tech men should join in this movement and urged them to go to some military camp this summer.

The field manager made a report of his trip to Chicago, St. Louis and Kansas City.

The subject of the evening was the Walker Memorial, and by way of introducing the discussion President Stone read the following letter from Dr. MacLaurin.

It is recognized among all those who are interested that a beginning should be made as soon as possible with the construction of the Walker Memorial. The Walker Memorial Committee of your association has devoted a great deal of time and thought to the preparation of plans, and those presented in the January issue of the *TECHNOLOGY REVIEW* seem to have met with special favor. The Executive Committee of the Corporation is ready to begin the erection of a building embodying the essential features of the plans just referred to, but before doing so it wishes to be assured that these plans have the formal approval of your association. I suppose that that approval could be given in such a way as to permit the modification of details, as such modification will almost inevitably seem desirable as the result of further study.

Mr. Stone then read a brief history of the Walker Memorial. This was a very interesting document and will be printed in the April number of the *TECHNOLOGY REVIEW*.

A picture of the proposed Walker

Memorial in colors was then shown. The most apparent change in the building is that the front is perfectly straight instead of having a colonnade in the arc of a circle. This change, and the narrowing of the building a few feet, has been necessary in order to bring the building within the estimate of \$400,000.

Dr. Tyler, chairman of the Walker Memorial Committee, was then introduced. He said that the Walker Memorial committee had held a final meeting February 17, and read an extract from a letter which has been sent to Dr. MacLaurin on behalf of the committee:

Unless some serious question should arise affecting the carrying out of the plans in a fundamental way, the committee hopes that its protracted responsibilities are closed, and looks forward to the prompt beginning and early completion of the Walker Memorial with great satisfaction.

In regard to certain features of the situation, I may comment as follows:

First, dining hall, etc. The Walker Memorial Committee has naturally never regarded the problem of the general dining arrangements as within its province. We have been glad, for certain reasons, that they should be combined with our building, but we have not been able to give such thorough study to this problem as to enable us to express a confident opinion in regard to this part of the plans or in regard to the best method of conducting this highly important service. We are of the opinion that the space provided in the dining hall, the accessory dining rooms, the kitchen, etc., is substantially adequate and well proportioned, but just how this space shall be used seems to me a question requiring expert study. So far as I can judge, such study would not in any case need to involve important architectural changes or thereby delay the beginning of construction.

Some members of the committee, including myself, are inclined to favor a cafeteria system for the great dining hall as a whole, believing that this will economize service as well as space and that, if it is well planned and well managed, the subsidiary dining rooms will meet all other needs.

Faculty and alumni. There has been considerable interest and considerable uncertainty as to the relation of these bodies to the Walker Memorial. I think I represent the consensus of opinion of the committee in saying that we believe it best, for the present at any rate, that members of the instructing staff and alumni share the use of the Walker Memo-

rial with the undergraduates and that without actual exclusion of undergraduates from any part of the building there be an informal reservation of one dining room for their use with the expectation that they will also use the second floor library in the southeast corner as a sort of headquarters.

Maintenance. The report of June, 1913, which has been referred to in one of the votes quoted above, recommended a uniform annual tax of \$4 on undergraduates and an associate membership for staff and alumni at \$10. For the combination building, the adoption of such a plan might be attended with some difficulty, and it is appreciated that the tuition which our students pay is such as to make any addition objectionable. On the other hand, I cannot help feeling that if the Walker Memorial is made absolutely free to undergraduates, they will appreciate it somewhat less than if they, by contributing to its support, make it in a different sense their own undertaking. Moreover, it will be extremely difficult, if the Walker Memorial is made free to all undergraduates, to collect any dues from instructing staff or alumni. Again, if the Walker Memorial has no independent income, in the absence of both endowment and dues, I fear it will suffer financially from the preference which the general treasury must always give to educational expenses. For these reasons, though the question has not been acted upon by the present committee, I hope the idea of membership dues will not be abandoned without quite careful consideration of all its aspects. The alternative of optional membership and dues would, however, be entirely objectionable from my standpoint, as membership ought to be universal for male undergraduates.

He further stated that there were still some subscriptions to the Walker Memorial which have been held back awaiting final agreement on plans and site. As these have now been settled, the committee is asking those who have not yet sent in checks to do so now.

Dr. Tyler then read the formal votes that had been passed by the Alumni Association from the beginning. These votes are as follows:

December 22, 1898. That the Executive Committee of the Alumni Association appoint a Walker Memorial Committee of nine members, which shall undertake, by subscription, the collection of a Walker Memorial Gymnasium Fund, to be applied, by future agreement with the Corporation of the Massachusetts Institute of Technology, towards the cost of erecting and equipping a gymnasium, as soon as may be in the judgment of the Corporation be practicable.

That the Walker Memorial Committee have authority to associate with itself for the collection of funds, representatives of the several alumni classes and of the local associations.

That the committee have authority to arrange as it may deem best for the custody of funds received pending their ultimate appropriation by the Alumni Association.

That the committee report progress annually to the association.

December 29, 1899. Voted—That the Walker Memorial Gymnasium Committee be authorized to confer with the Corporation of the Institute, in behalf of the association, in regard to the purchase of suitable land for the gymnasium.

Voted—That it is the sense of the association that the Walker Memorial Gymnasium should include, if possible, provision for other social objects, with a view to the promotion among the students generally of a closer attachment for each other and for the Institute.

December 29, 1900. Voted—That the Executive Committee be requested to tender the thanks of the Association to the Corporation and Faculty of the Institute, for the provisional assignment of land and assurance of co-operation.

Voted—That the Walker Memorial Committee be authorized to represent the Alumni Association in conference with the Faculty as to the plan for the Walker Memorial Building and for its use in pursuance of the vote of the Corporation.

Voted—That the Executive Committee be requested to authorize the transfer of funds collected by the Walker Memorial Committee to the Treasurer of the Institute, to be applied towards the erection of the Walker Memorial Gymnasium, whenever the plans of the Corporation and Faculty for the character and organization of the same shall have been accepted by the Walker Memorial Committee.

Continuing, Dr. Tyler said that, while according to the votes quoted, the authority of the committee seemed clear, nevertheless, it preferred not to act without the approval of the Council. In accordance with his suggestion the following motion was then put and carried:

Voted—That the Walker Memorial Committee, having approved plans for a Walker Memorial Building submitted by the Corporation through the architect, recommends that all subscriptions for the Memorial, less committee expenses, be released and turned over to the Corporation of the Institute for use in the construction of said Walker Memorial.

The Council also voted to approve the following supplementary recommendations of the Walker Memorial Committee:

Voted—That the committee authorize the chairman to appoint two members to act with him as a subcommittee to represent the committee in case any question should arise as to minor details of the plans.

Voted—That the committee express general approval of the plan for organization and administration published by the former committee of five in the TECHNOLOGY REVIEW for June, 1913, except in so far as the changed character of the present plans may render modifications desirable.

It had been pointed out by the previous speaker that the Walker Memorial Fund now amounted to \$160,000, and that \$50,000 had been appropriated by the Corporation for the Walker Memorial from the Alumni Fund. This makes a total of \$210,000, leaving a balance of \$190,000 for the building alone without equipment.

Mr. Everett Morss, '85, was then introduced as the man who could give pointers on how to raise this money. Mr. Morss said that the amount collected on account of the Alumni Fund was \$385,000; of this amount \$20,000 had been donated for land, \$275,000 appropriated for equipment, \$50,000 for the Walker Memorial, and \$40,000 for dormitories. It is estimated that the educational equipment will cost \$700,000; that it will require \$60,000 more to complete the dormitories, and \$190,000 for the Walker Memorial building without the equipment,—in other words, about \$700,000 is needed to complete the plant in Cambridge as projected.

He said that the Fund Committee has been waiting until the Walker Memorial matters had finally been straightened out and settled upon before taking steps to complete the raising of the fund. A circular had been drafted and was now being prepared, placing the matter squarely before the alumni. He said that \$500,000 had been subscribed on the basis of what he termed a "hazy dream"; that is to say, for a very indefinite object, practically for general purposes. Now we want as much more money for a *concrete proposition*. In his opinion there were a very large number of men who would subscribe on this basis,—one class who had been waiting for a final date, another class who had been waiting until they knew what the requirements were, and others who have already subscribed but, seeing the present necessity, would be willing to continue their subscription for say three years longer. On the basis of ten dollars a year for every year since graduation a great many men have paid too little and he felt that they were getting off easy; to others this amount would be much more than they could think of subscribing.

One of the desired objects is to increase the number of subscribers by getting as many men as possible to give small amounts. Less than 30 per cent of the men have subscribed and this doesn't really indicate the interest that Technology men have in the new plant in Cambridge. There is still another class of men who will be glad to contribute to this Fund—the four classes who have been graduated since the Alumni Fund was started and who have not heretofore been solicited.

The Alumni Fund Committee is making a request for \$500,000 more; that is to say, a million dollars for the total of the fund. Indeed, this amount will not complete the buildings but it certainly will be all that could be expected of the alumni body. If the alumni are willing and able to do it, we shall complete our million dollars. If we do this it will inspire outside men, who have given or who contemplate giving, with the loyalty of Institute graduates.

Another feature mentioned by the speaker was that of an endowment fund which the President is about to solicit from friends of the Institute not alumni. Strong support of the Fund Committee will help him tremendously in this enterprise. A weak support will handicap him to a large degree.

Mr. Morss said that it had been decided finally to close the fund July 1. If we cannot get the money by that time we cannot get it at all, and he felt that we should go to the men fairly and squarely, tell them our needs and in his opinion they would rally with enthusiasm to secure the desired object.

President Stone, in commenting on the remarks of Mr. Morss, said that he emphasized every word as of the highest importance. He said that we were going into expensive buildings which meant a much larger amount for maintenance, and we had only about \$3,000,000 of endowment, an amount far too small for our absolute needs. Much of this, indeed, is devoted to scholarships. He said that in his opinion it was the number of subscribers rather than the amount per man that would count on the Alumni Fund

and urged the members of the Council to influence the men who hadn't given anything to give at least a small amount to show their good will and to help the fund as has been indicated by Mr. Morss. In many cases these smaller amounts meant more to the givers than the very large amounts did to the wealthier men who had subscribed without making any personal sacrifices.

Mr. Munroe was then asked to tell the Council something about the exhibit, "Fifty Years of Technology," which is to be shown at the Reunion under his chairmanship. Mr. Munroe stated that the scope and extent of the exhibition was still quite undefined, but that it was growing every day and promised to be a most notable presentation. A large number of committees had been formed, and the committee chairmen were taking hold of their several duties with enthusiasm. He felt that this exhibition would, in itself, be a revelation to the friends of the Institute outside its former students, and would be a factor which might influence some to help support the endowment fund about to be raised. Mr. Munroe then briefly described some of the newer features that are to be carried out. He spoke of the interest which had been created among authors, sculptors, painters, etc., and said that the Fine Arts Exhibit would be one of the best and most complete of any. Mr. Munroe heartily seconded Mr. Morss's statement in regard to the fund and the necessity of completing it and of adding largely to the number of subscribers with expedition. He said that he had been impressed with the fund and we must deal in the future more largely with the human side of the students. When the war is over there will be new and complex problems to be solved. We ought to devise every possible way to have the students study the human problems. He believed that the Walker Memorial would be the laboratory in which very much of this work could be carried on. It is the duty of the alumni to finish the work that they have started and assist the Corporation and the Faculty to carry out important plans for development in education that will

not be possible without suitable facilities and endowment.

Class of '86, S. M. A.

The class of 1886 of the School of Mechanic Arts had a very large number of students, and they are preparing to celebrate their thirtieth anniversary at the time of the Reunion. This anniversary will be very elaborate and there will be a large attendance. Out of a class of forty-seven, twenty-five have indicated that they would be present at this reunion. The chairman of this committee is James T. Ball, an architect of Boston; the other members are Henry P. Benson, Frank C. Goddard, Henry D. Floyd, and R. H. Sutherland.

Tech Show May 6

The annual alumni performance of the Tech Show will be given on the evening of May 6. The production this year is very different from anything ever given before. The scenery has been largely painted by the students, and the stage effects are produced by them.

Invitations with order blanks will be sent to the alumni in the vicinity of Boston the latter part of April.

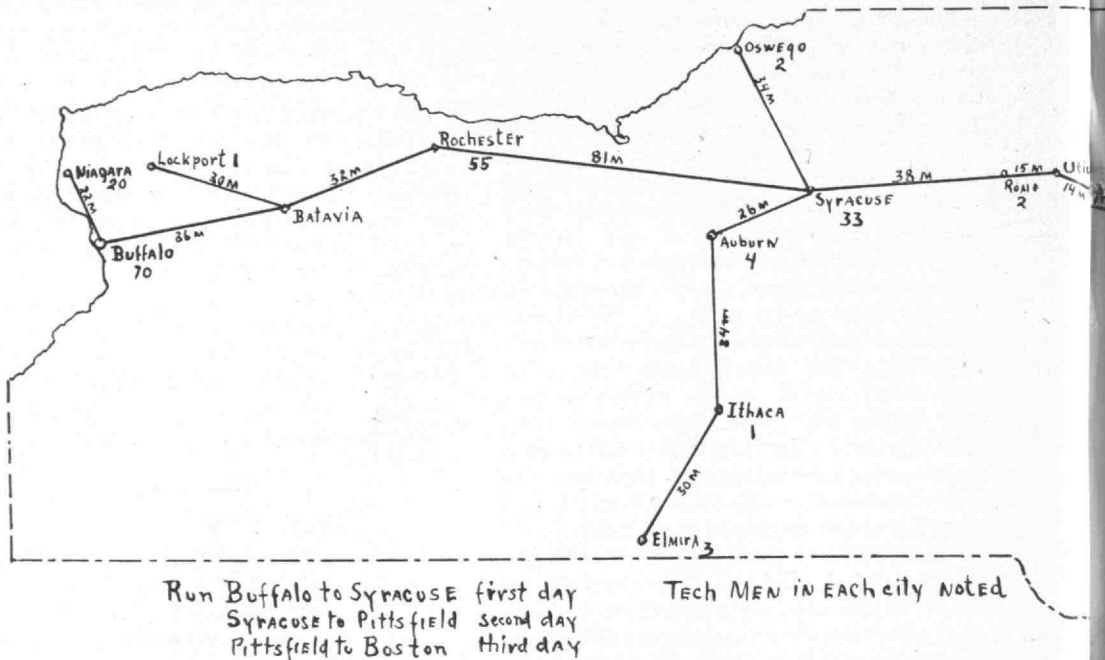
A Tech Quad

The REVIEW is in receipt of a combination publication of the classes '81-2-3-4, which the editor designates as a Tech generation. It contains articles referring to the four classes.

Four different publications have been issued this year: by the classes above, the class '90, the class of '02 and the class of '10.

Class of '99 Directory

The class of 1899 has just issued a little vest-pocket directory of the class which is extremely convenient and useful. It is very neatly printed and contains the names of all the members of the class with their addresses; it also contains a geographical register of the class and its necrology and the constitution of the graduate organization.



THE GREAT HEGIRA

Not to be outdone by the New York Club with its special steamboat from New York to Boston, it is proposed that there be a grand pilgrimage of Tech men of the Northern Tier along the highway from Buffalo to Boston by automobile and that definite leaving times be made for certain points along the line of march so that men not living on the direct route can join the party *en route*.

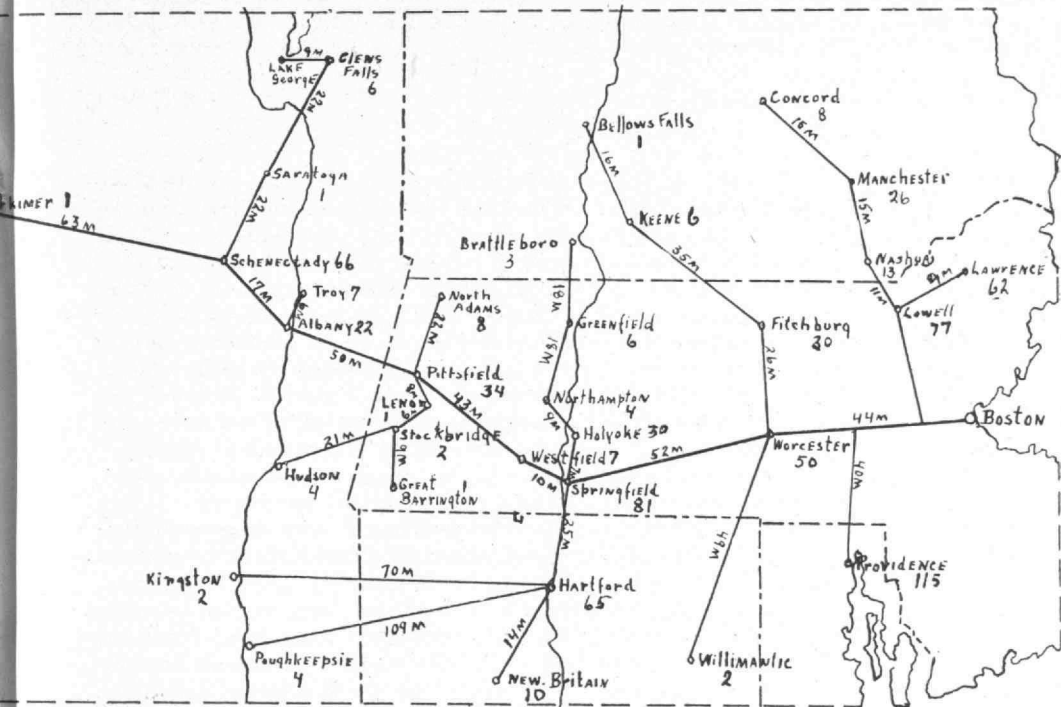
This suggestion was made at a meeting of the Technology Club of Albany which was held at Schenectady March 7. The plan was received with great enthusiasm, especially as it was stated that there would probably be at least fifteen automobiles going from Schenectady. Some of the members felt that it would even be economy for men to hire a seven passenger car in which to make the trip.

The suggestion is embodied in the following letter from Mr. C. N. Draper, '07, of Schenectady, to the TECHNOLOGY REVIEW:

The Technology Club of Albany is promulgating an automobile tour to Boston for the Reunion in June. Quite a number automobile owners in the club have signified their intention of making the trip, and talking this matter over, it occurred to us that there may be sufficient interest in a project of this kind to enable us to start our parade at Buffalo, the line of march being through Rochester, Syracuse, Utica, Schenectady, Albany, Pittsfield, Springfield, Worcester to Boston. Along this route we can pick up Tech autoists to steadily increase the parade as it nears Boston.

If this tour meets with the approval of sufficient Tech autoists, a running schedule will be made up from Buffalo to Boston such that any one along the route will know where he must be and at what time, in order to join the parade. It is our intention to make this trip in easy stages, running from Buffalo to Syracuse on the first day, then on to Pittsfield for the second day and reaching Boston the afternoon of the third day.

The accompanying map shows the trail from Buffalo to Boston with the main tributaries to this trail. The mileage is approximately given as



well as the number of Tech men in each city along the line.

A committee has been appointed by the Albany Club to communicate with the secretaries of the clubs along the route in order to obtain some idea as to how many autoists are in favor of making this trip.

The route is a very attractive one, over good roads, through an ideal touring country and at a time of year when the country is at its best. It is believed that many autoists along the route will plan to make this trip a part of their vacation this year for it could not be better spent.

Each owner of a machine will have accommodations for some passengers and it is believed that carrying accommodations will be spoken for early as the open air route has so many advantages.

According to our estimates we should have sixty or seventy machines filled with Tech enthusiasts, bedecked with banners by the time we reach Boston so that a great showing will be made. A reception committee will meet the parade and usher the men into the city.

Suggestions from all those interested will be appreciated and all those interested and who intend to join the parade will kindly notify Mr. Robert Palmer, care General Electric Company, Schenectady, N. Y.

This suggestion was discussed by the Reunion Committee in Boston and was heartily approved. A committee from Schenectady was appointed to take general charge of this tour, with power to add committee men from the principal points along the line.

The possibilities of such a trip are very broad. In some of the cities the Technology men who will not attend the Reunion will have the opportunity of welcoming their fellow alumni and offering a stirrup-cup to the travelers. The automobiles will be decorated with banners, etc., all of them alike, so that there will be uniformity.

Garage arrangements will be made in Boston, and a reception committee will be appointed to greet the guests when they arrive in the city.

The map printed herewith gives a general idea of the route, and further details will be published later.

EXCELLENT SPEECHES IN NEW YORK

Dinner of the Technology Men of Manhattan draws a record attendance and is a great success

The general topic discussed at the dinner of the New York alumni of the Institute, January 29, was the future commercial and financial relations of the United States with foreign countries. It took place at the Savoy and was one of the largest meetings that the New York Club has ever held.

President F. C. Schmitz, '95, officiated as toastmaster, and Alexander Rice McKim, '85, led in the cheering.

During the course of the dinner Lester D. Gardner, '98, chairman of the committee on steamer from New York to Boston at the time of the Reunion, appeared at the doors of the dining room with a large model of the the steamer *Bunker Hill*, and as he approached the speaker's desk called for Field Manager Litchfield, '85. The boat was presented to Mr. Litchfield with a question as to what he was going to do with it on the 11th of June. This gave an opportunity for a short résumé of the program of the Reunion and called attention particularly to the special steamer which is to be provided from New York to Boston.

The speeches at this dinner were of such an important character and of such particular interest at this time that we reproduce them practically in full.

ADDRESS OF PRESIDENT MACLAURIN

The first speaker introduced by President Schmitz was President Maclaurin, who said:

"I welcome this opportunity of congratulating the Technology Club of New York on its many activities, since last I had the pleasure of attending one of your banquets. I have been especially gratified to note that, at the numerous discussions for which you have arranged at luncheons and the like, you have not been content to confine yourselves to merely local or institutional interests, but have directed attention to affairs of larger moment. In accord with that plan is the

scope of this banquet tonight. We have been told that internationalism is to be the note and in its commercial aspects at least it is to be dealt with by men who think internationally, and *act* internationally. This is as it should be, for there can be no doubt that our country has suffered in the past by being unduly *provincial*. Even President Wilson, who should have known better, in his appeal for neutrality at the outset of the war, spoke of that war as something in which, as a nation, we had *no concern*. There was the provincial note in the highest place where it should have been least expected and where it is most harmful. In these days, no great nation can live to itself, certainly no nation like ours whose instincts and powers, whose energies and ideals qualify it for leadership. And of course this international spirit that is being emphasized today affects the whole range of our interests. It affects us primarily in our pockets, which is asserted by our critics (wrongly, I believe) to be our most sensitive spot. Whether it be a very sensitive spot or not, however, there can be no doubt of its importance; no doubt that the well-being and happiness of our people depend upon the success of our business. Happily for you and for me, the strictly business phases of internationalism are to be dealt with tonight by men well qualified to deal with them. I shall speak merely of education, having been told that I am expected to say something of the New Technology. Need I say in that connection that we must not associate the idea of the New Technology too closely with local and physical things, like grounds, and buildings, and equipment? We do not overlook the importance of these things; we gladly recognize that after much waiting for a new site, we have secured an ideal location, and of course we believe that the many millions

of dollars that we are now spending on that site and its development, by way of buildings and equipment, will enable us the better to fulfil our great mission. But the New Tech must be much more, a much grander and nobler thing than a mere collection of splendid buildings. Thirty years ago the father of President Lowell of Harvard described the M. I. T. as *preëminently a leader in education*. Tech must and will continue to be a leader and among other things it must lead in changing the provincial outlook that prevails in this country and in leading men to broader views. In many respects it is singularly well fitted for this task. It is primarily a school of applied science, and science takes the whole world and not any small part of it for its parish. Students at Tech are trained to deal with problems that may present themselves anywhere and to deal with them by methods and principles that are universal in their application. Then Tech is peculiarly fortunate in the international character of its student body. As you know, we have young men in large numbers from practically every state in the Union, but we also have men who come to us from more than fifty foreign lands—the largest number from any one foreign country today being about fifty from China. This not only shows that foreign nations have an interest in us, but it gives our own young men a unique opportunity of gaining an insight into the modes of thought and action of men from other lands. Everything constrains us to think and act internationally and to get away from the provincial point of view. It would be interesting to show how provincialism is dying out, but with the time at my disposal I can point only to one example—our alliance with Harvard. That, I believe, was a notable step in the direction of freedom from local prejudices and the provincial outlook.

“Now, if there is one sentiment that it seems to me must be dominant in the minds of Tech alumni today among those who realize what is going on and think earnestly of their alma mater, it is the thought of the *greatness of op-*

portunity, that confronts the New Technology. Look at the conditions at home and abroad and bear in mind the proofs that are accumulating that everything unscientific is doomed. Can there be any doubt that the schools of applied science must come fully into their own? At home, we realize that the end of the war will bring us new problems of enormous difficulty, and we think of these problems seriously, we must see that in order to survive in the struggle we must organize our industries on a scientific basis. Rule of thumb and haphazard must be brushed aside and team play between the various elements must be organized as science directs. Abroad, the world must languish for lack of capital, and, as Mr. Farrell and others have been telling us recently, we must be prepared to invest in foreign lands or suffer for our provincialism. The more American capital is invested in foreign enterprises, the more insistent will be the demand that men trained in business shall take an active part in the conduct of those enterprises. Thus the demand for our technically trained men will increase both at home and abroad, and to meet the demand for such men Tech, in alliance with Harvard, must be satisfied with nothing but the best. In June next, we shall close a half century of great activities in the old buildings and we shall open the new buildings with a splendid vision of the greater possibilities of the future. You and I are contributing what we can to the up-building of an institution on which the industrial and commercial success of this country must be more and more dependent. The little that we can do as individuals may seem insignificant, but in combination great things can be accomplished, and if we are moved by the spirit of our fathers we will see to it that nothing that we can do, small or great, will be left undone to give to America a school of applied science comparable with the country's needs, one of the greatest, we may even venture to hope *the* greatest, of its kind in the world.”

Monsieur Octave Homberg, the chief French representative of the Anglo-

French Commission which recently negotiated the five hundred million dollar Anglo-French loan, who was the guest of honor, prefaced his address, in English, by stating that Frenchmen had the reputation of knowing no language but their own. He feared, therefore, that in case he spoke in English he might not be considered a true Frenchman.

M. HOMBERG, A CITIZEN OF FRANCE

He opened his address, which was delivered in French, by showing the intimate relation and mutual dependence of the engineering and banking fraternities. He said that engineers, without bankers, would be unable to accomplish their purpose, while bankers would not be able to carry on profitable development if they could not avail themselves of expert engineering advice and assistance.

He felt that perhaps in the United States, more than any other country, industry and finance had developed an intimate coöperation. He stated, however, that it was not for him as the guest of the evening to give his auditors the perhaps delicate, but nevertheless sterile pleasure of hearing him only praise American business activity and engineering progress. He thought that it would be more valuable for his auditors to discuss the economic relations of the United States with the world in general, and with France in particular, after the war. This question, M. Homberg stated, was more pressing today than ever before. The European war has stimulated American industry to an unprecedented degree. This tremendous business development has, perhaps, enabled the country to avoid a crisis which it might otherwise have encountered—a crisis which no doubt would have been overcome like the preceding business upheavals which the United States had witnessed but which would nevertheless have, to a certain degree, retarded the progress which has been made possible very largely by the war. The war has given to the United States an extraordinary opportunity to develop industry on the largest possible scale and to work under conditions which really constituted an industrial paradise,

to gain profits which not only assured a return on capital already invested but which paid for the installation and development of entirely new plants.

France, which had assisted the United States with men and money during the War of Independence and had stipulated at the outset that no matter what happened she desired no remuneration for the aid which had been given for the cause of right and liberty, could not be jealous of the present prosperity of the United States. France, who is at present facing heavy and cruel, but nevertheless glorious duties, could view without any bitterness the increasing wealth of her sister republic. This very prosperity, however, M. Homberg found particularly interesting because it would inevitably enlarge the American horizon.

"You will no longer," he said, "export solely the fruits of your fertile soil, the grain of the Middle West and the cotton of the South, you will export iron and steel machinery of all sorts. Before very long, indeed, you will export capital as well, because you have been enabled, owing to a phenomenon without precedent in history to purchase American obligations held abroad. By doing so, you have relieved yourselves of meeting heavy interest payments abroad, while you have at the same time been able to continue to sell the products of your increasing industrial activity. Your prospects are assuredly splendid, but you must not allow yourself to be misled by figures and you must never forget that the world moves forward without ceasing. You must not think that the tempest of fire and iron which rages over one corner of French territory will permanently devastate that region, whose delivery we shall shortly acclaim. You must not be misguided by mirages, for although the destruction has been great, the reconstruction will be much more rapid than some people now imagine, for the French nation is rooted in the soil so firmly that its activities cannot be permanently crushed by any storm, however terrible. It is true that today our women and old men and children remain stoically in houses which have been destroyed and

they cultivate their fields under shell fire and eke out their existence by make-shifts. Without doubt once France is entirely delivered, there will be many Frenchmen absent at the roll-call, but those who do respond will work more energetically and more joyously than ever before. That is not to say, gentlemen, that France will be entirely self-sufficient and that she will have no need of some assistance. The experiences of the past prove that in France such assistance is promptly repaid with an astonishing liberalism.

"The most striking lesson of finance," said Mr. Homberg, "is the phenomena of credit to the mutual dependence of the world's markets. Precious metal formed the fundamental but small basis upon which has been erected the magical credit structure in all its various manifestations. It is truly an international structure, or perhaps a living organism, which covers the entire world and which seems to circulate through the telegraph wires and cables and in a few seconds, as if by magic, transfers riches from one continent to another.

"This extraordinary solidarity, once normal times have been restored, and the nations have been reunited by a just peace, will reconcile through a more superior interest the interests which are now the most opposed and the most directly competing. To maintain this great international credit organism, it is essential to prevent any acute crisis in any quarter of the world lest, like a contagious disease, it should affect the entire organism. This mutual dependence is manifested in the industrial world as in the financial. With the complexities of modern life, the time is past where any country, however vast, can consider itself as a world complete in itself. Every country is dependent in a certain degree upon the rest of the world. This is the reason why America must, in its own interests and in spite of the temporary adverse circumstances, try to maintain with France, on as normal as possible a scale, the long existing commercial relations.

"It is some seventy years since France

organized the first World's Fair, where the rival nations of the world were invited to place their exhibits in order that they might establish a basis for the exchange of their products. The recent splendidly successful exposition in San Francisco is a proof that you, in the new world, also understand the necessity for international solidarity. France promised her support for this exposition and despite the European war, this promise was faithfully kept.

"I am speaking to you tonight, gentlemen, as a citizen of France, a country which has never been selfish but which has always been generous to a fault. As in the days of old when the torch was passed by runners from hand to hand, so today the leading rôle in the commerce of the world passes from one nation to another. It makes no difference who holds the torch, so long as it is not extinguished and as long as it sheds a generous light over the road which humanity must travel in the search of happiness. In view of your present prosperity, gentlemen, I beg you to realize this responsibility, which will ennoble your daily task. Do not forget it, gentlemen, nations, like individuals, have a soul and nations must never be without a heart. We love best in our country those things which have been done in its name for progress and for the good of humanity as a whole."

Following Monsieur Homberg was Mr. Charles A. Stone, '88, president of the American International Company of New York.

CHARLES A. STONE ON AMERICA'S OPPORTUNITY

Because of my own interest in international affairs, I am especially gratified that you should have made the feature of this evening the consideration of the development of the industrial and trade relations of the United States with foreign countries.

The opportunity is here today for undertaking to bring this country in touch with other parts of the world in a way that has never before been possible, and I want to tell you in a few words a little of what this may mean to the Massa-

chusetts Institute of Technology and its alumni.

London has been for generations the financial and commercial centre of the world, but at the moment she needs assistance. England, France, Belgium and Russia are all calling upon us for help at this time. We have become a rich nation and have as yet only partially developed our own internal resources.

To assist in the development of these resources, and at the same time hold out a helping hand to the other nations of the world, is the essence of great opportunity which now presents itself to us. After this war is at an end, all the nations involved will need help, and the time is ripe for us to organize in order that we may be able to become as effective as possible in assisting these countries in their need. This should be done upon lines which will establish permanent and friendly relations with all countries.

The jealousies bred by commercial rivalry were partially the cause of the present great conflict, and in consideration of our own future welfare we must plan to develop our commercial relations in such a way as to secure the friendship rather than the hostility of the people with whom we deal. To attempt to accomplish this a few years ago would have seemed chimerical, but I believe the present world crisis has made the possibility of this very thing practicable.

South America was largely financed in England; Russia in France. Belgium formerly financed many undertakings in different parts of the world, but is helpless now. All of these nations need to establish further credit in this country to pay for supplies, and beyond that they will need further capital for the development of the various enterprises in which their people are interested. All this requires money, and the conduct and development of great undertakings require judgment and skill of the highest order.

It is an unfortunate thing for the countries involved in this war that the loss of life to all nations has been relatively larger among the officers and skilled men than in the rank and file. It is now a war

of wits rather than a war of brute force, and, after it is all over, the nations which have participated will find themselves short of skilled men trained for commercial and industrial enterprise.

Here is where we will find an opportunity, but we must be prepared and equipped to act promptly, for the war is teaching all those involved in the struggle the value of discipline and resourcefulness, and they will be quick to recover.

The great question is—how can we best use our skill and our money and render a service to the foreign nations and ourselves as well?

The answer I think is this:

1st—We must furnish capital for the rehabilitation of works that have been destroyed, and for the further development of enterprises not only within the countries at war, but in those countries outside of the war area, which were being largely financed and promoted by the present participants in the struggle.

2d—We must furnish immediately trained engineers and men skilled in commerce and arts to take up the work in countries such as Russia, South America and other parts of the world, which was formerly being done by trained men of the warring nations who have now been called to the front.

3d—We must furnish material, supplies and machinery to supply the needs of countries whose own industries are prostrated.

4th—We must supply ships and means of transportation.

5th—We must aim to proceed along these lines slowly and cautiously, with a purpose in view of establishing relations with the various nations, which will not only be helpful to this country in developing our resources, our industry and our skill, but will, as far as possible, lead us into permanent and friendly relations with our neighbors.

This, gentlemen, is a task of the greatest magnitude; but if it can be taken up upon broad lines with a view of establishing permanent relations, and not in a spirit of greed, the United States will become an example to the world as the leader in a much-needed reform.

The foreign universities—especially the German universities—have accomplished marvelous results in turning out trained and efficient men capable of effective accomplishment, and these universities also assisted in working out the problems of the manufacturers.

The Institute of Technology has done something of the same thing, and can develop the work further along the same lines. The Tech has today some 2,000 students, and about 11,000 members in its Alumni Association. I believe these men are as well trained and efficient as any similar body of men in the country, and with the equipment and facilities of the new Technology we should be able to turn out men who will develop into the most highly skilled engineers, constructors and entrepreneurs that the world has known.

Now, the point which I wish to make is that with the opportunities which are now open for industrial expansion, there comes also a greater opportunity than ever before for our graduates in foreign fields. They will be needed, and if they go in the right spirit they will be welcome.

Americans today are doing much that it is impossible for the people of other nations to do in the war zone. In Belgium, an American engineer, with a large force, mostly Americans, has succeeded in organizing a system of distribution of food and supplies that is commended alike by both the German and Belgian nations which are involved in a bitter struggle with one another. American surgeons and medical men have done much effective service in France. Dr. Strong, an American medical expert, who got much of his experience in foreign countries and in the Philippine Islands under Governor Forbes, went to Serbia some months ago (with a force which he organized of about 200 men—many of whom were Americans) he practically eradicated the typhus epidemic which was dealing death to the Servians by the thousands, and ingratiated himself and our nation with these people.

In all these examples which I speak of, the Americans have been most welcome in the foreign fields. Of course, these

were works of humanity. Commercial undertakings are more difficult because the spirit of jealousy and competition interferes; but with the right men going in the right spirit, the opportunity is now open; and for the engineering undertakings that are required, I know of no body of men better suited than the members of this Alumni Association.

I thank you for the opportunity of telling you something of what it is hoped to accomplish by the new American International Corporation.

COUNT SCHULENBERG

The next speaker was Count Sergius T. Schulenberg who is in this country for the purpose of purchasing railroad supplies for the Russian government. In his address Count Schulenberg made a plea for closer trade relations between his country and this one.

"However, if such relations are to be lasting," he said, "It is necessary that they should be profitable to both parties. Therefore, I should warn you against being carried away by the thought that export relations from America to Russia should be bought at any price.

"Just now money streams from abroad. After the war there will be a great deal of free money on the American market and capital will become even cheaper and begin to seek new fields. Failing to find these at home, it must go abroad and there can be no better market for it than in Russia."

The Count said that he believed that in two or three decades this country and Russia will be joined together by a railroad over Behring Strait and that trains can run from New York to Petrograd.

MR. KIES ON COMMERCIAL PREPAREDNESS

Mr. William S. Kies, vice-president of the National City Bank of New York City, painted a very strong picture of the possibilities that were open to America under the present conditions and showed what might be accomplished by the engineer and the capitalist.

He first called attention to our lack of preparation for taking advantage of the

opportunity that the country has before it. He pointed out many directions in which we, as a nation, are unprepared to take first place in the markets of the world. He referred in some detail to the methods by which Germany had secured such a large share of foreign trade, how she had gone about it in a thoroughly scientific manner, taking up every phase of foreign business and planning a campaign which was perfect in every particular. The German government, recognizing that commercial supremacy meant national greatness, shaped its export policies along broad and constructive lines. Drawbacks and export bounties were provided; the merchant marine was built up through subsidies; transportation rates for manufacturing cities at a distance from seaports were adjusted so as to encourage manufacturing for export; branch banks were established on liberal banking laws and became active agencies for promoting trade in foreign countries. A protective tariff was instituted; in short every element that had a place in promoting trade was studied and methods adopted to accomplish the desired end. This even went so far as to educate the children in commercial geography, the business languages, financial customs and manners of different peoples. The result of this policy has compelled the admiration and the respect of the world.

The United States has had no policy as a nation. Indeed, there are many obstacles in the way of securing foreign business, which are inherent in our form of government. The tariff, which is fundamentally an economic and business problem, is either high or low in spots depending upon what section of the country has preponderating influence in the majority party. Every tariff we have had in the last twenty-five years has been a protective tariff. There has been no actual principle of free trade or protection involved; it is simply a question of degree of protection fixed without any regard to the real purpose of the protection principle; namely the difference in the cost of production here and abroad. The worst feature of it is that the job of

tariff making is never completed, and our manufacturers making articles to meet foreign competition cannot safely plan for the development of their business over a period longer than the life of one administration.

The railroads have suffered because of this manner of handling economic questions. They were encouraged at first, even to the extent of subsidies. For years after these roads were built they did not pay. They were allowed to charge whatever rates they could get with no attempt at regulation. Great stretches of farming land have been developed and prosperous cities have grown up along these roads. By reason of lack of regulation, abuses crept in. Then came a great popular clamor against the railroads; restrictive laws were passed, many of them hasty and ill-considered. Railroad construction practically ceased and a great many have been obliged to ask for the appointment of a receiver.

For the development of the resources of the country capital has been given a free hand. When the first great combinations of trade were made we were proud of them as evidence of our greatness and prosperity. Some of these corporations built up monopolies, and unfair practices were common. Suddenly a great wave of denunciation arose, and, as in the case of railroads, we went to the other extreme. We proceeded to break up many efficient organizations and to compel artificial competition between its constituent parts. Such a condition did not recognize the value of organization in industry. As a result of the passage of the Clayton anti-trust measures we are handicapped in our efforts to build up foreign trade. Forced to meet organized forces of production in foreign markets, our manufacturers are denied the right of coöperative effort and are obliged to send individual representatives into foreign markets; they are forbidden the right of an agreement on prices in such markets, and are actually forced to compete against each other, thus making the business unprofitable to all, to the entire satisfaction of our foreign competitors. An arrangement for the pooling of

expenses and the dividing of profits would result in a more intensive and far less expensive handling of a foreign market in a particular line.

"It is encouraging to note" said the speaker "that the Federal Trade Commission is seriously studying these problems of organization, and that it is giving every evidence of an earnest desire to be of real assistance to the manufacturing industries of this country in the movement to build up our foreign markets. We have every reason to hope that the commission's investigation will lead it to recommend to Congress an amendment to the trust act permitting combinations in foreign trade on a fair and equitable basis.

"Realizing, however, the fundamental handicaps under which our industrial development must proceed, by reason of the defects in our political system, the lack of real consideration given to economic problems, and the increased cost of labor in this country, we must plan our future as far as possible along lines economically sound and yet within the law.

"One of the gravest problems confronting us is the tendency toward increased labor costs in this country. The living standard of the American laboring man is higher than that of any other laborer in the world. No one wishes to see it lowered, but wages cannot go on increasing indefinitely and this country be able to hold its own in the competitive markets of the world. More than this, we have seen, as a result of this war, a great movement toward the nationalization of industries in France, in England and in Germany. Military discipline has been applied in many instances, and the effects are being seen in better organization and increased efficiency.

"We have the greatest resources of any nation in the world. If we could use them scientifically and economically, we might be able, in a large degree, to overcome the difference in wage costs and meet the competition of any country. Cheap water power and coal are important factors in production. We have an abundance of both. In the more efficient organization of our industries, it may be

possible that many plants will have to be moved to take advantage of fuel supplies. Inventive genius must be encouraged to develop further labor-saving devices.

"The technical engineer has a great work before him in this country. The contest between nationalized effort across the water and individual effort here, handicapped by governmental restrictions, may seem to be unequal, but we must place our faith in the inventive genius of the Yankee mechanic, the resourcefulness of the American salesman, and the ability and energy of the technical engineer.

"Technology is defined as the science which deals with the systematic study of the industrial arts, and there is no institution in this country which, by tradition and the inspiration it should receive from the achievements of its illustrious alumni, is more fitted to assume leadership in such a movement than is the Massachusetts Institute of Technology.

"We must organize not alone the forces of production, but the sources of capital in this country. A factor of greatest helpfulness in foreign trade is the investment interest of a country in a particular foreign market. Germany and England have nearly five billion dollars invested in South America. It is not necessary to argue the value of such investments. English investments in South American railroads mean that English-made cars, pulled by English-built locomotives, will run over English-rolled rails; that all purchases of supplies will be made in London; that the roads will be managed by Englishmen, and that the influence of the roads in the country through which they run will be exerted in favor of the advancement of England's interests. A permanent market is thus made for English goods which is quite safe from attack.

"Heretofore in this country we have made few foreign investments, partially because we have had so much need of capital in our own country, but mainly because there have been no organized facilities in this country for the purpose of analyzing and investigating foreign investments. Happily, the machinery for

this work has recently been provided in the organization of the American International Corporation.

"Sir George Paish, in an article published in the *London Statist* in May, 1914, estimated the annual income of the people of the United States at about thirty-four billion dollars. Other authorities have estimated the income variously from thirty-two to thirty-seven billion dollars. Upon our ability to save out of this large income substantial sums for investment in the up-building of the resources of foreign countries depends, to a large degree, the future prosperity of this country. Across the water men are sacrificing everything for country. Here, blessed with peace, may not a sacrifice, but slight in comparison, be made in the interest of our country's future? If, as the result of the development of a spirit of thrift and economy in this country, large sums of money were to be available for investment purposes in South America, in Europe and in the Orient, we could purchase for ourselves investment interests in foreign markets which would become permanent sources of income to this country.

"The demands for investment capital in the next few years will be unprecedented. Europe will have no money for South America, for China or for any of the countries that have heretofore been dependent upon it. It will, in fact, need to draw upon the world's available capital supply for money for rehabilitation purposes, and this country will be the main source of that supply. It would seem, therefore, that every citizen in this country at this time has a two-fold duty, and that by performing it he is rendering a real patriotic service. First, in his duty to reduce his expenditures, practice thrift and save, and, second, to forego the temptation of speculative investments and to invest his savings where they will do his country the most good in the up-building of legitimate enterprise at home and in the development of the resources of countries whose markets are being sought.

"Investing in foreign countries on a large scale is a new venture for the

United States. Here again we lack the experience and the training which are so valuable. It is to institutions like the Massachusetts Institute of Technology that America must turn for the young men who are to carry on this work throughout the world. American brains and technical skill must lay for us the lasting foundations upon which can be reared our foreign trade structure.

"No nation was ever favored with opportunity so big and a future so promising with possibility of achievement! Whether history shall record this country as rising to the occasion and taking fullest advantage of its opportunity will depend upon whether our national character is strong enough to make present sacrifices for future permanent good, upon the education of our people to an understanding and appreciation of the great value of a permanent foreign commerce to this country; and, of most importance, upon the development of a national-wide coöperative spirit that shall respond generously and unselfishly to the call for united action in this great moment of our country's history."

REMARKS BY DR. PRITCHETT

Dr. Henry S. Pritchett, president of Carnegie Foundation, was the last speaker. The essence of his address was an appeal to educated men to study the present international conditions and see if there is not something in our education which may bring us into the same position as the warring nations in Europe. We have derived a large stock of our ideas about education from our European ancestors; we are knitted very closely together, and the faults of one are the faults of the other. He believed that beneath science, loyalty and patriotism there should be something more stable and more potent for the elevation of mankind. This element is the spirit of truth. It is the ability to see the other side of things with patience and without prejudice.

During the course of the speeches Mrs. Maclaurin and Mrs. Charles A. Stone took places in the balcony and received a round of rousing cheers.

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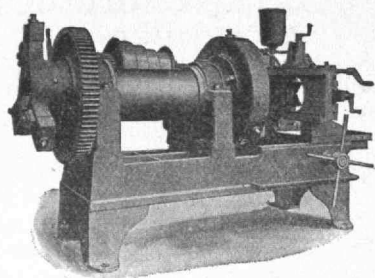
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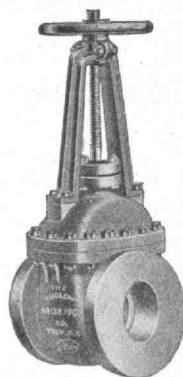
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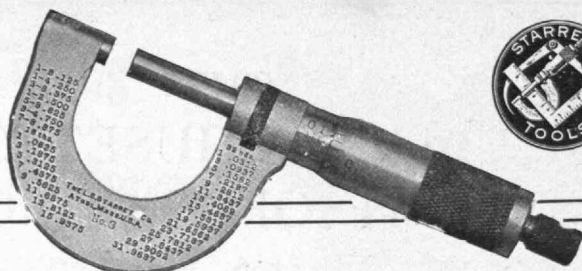
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